



# NMA Breaktime

An Electronic Newsletter for NMA Members



NMA... THE Leadership Development Organization

February 2008



**Recruit with the new membership sale!**

Management Tip: Lead By Example

Be sure to catch the highlights...

## New Members... On Sale Now!!!

Well, sort of. Actually, it's all about our New Member Registration Fee... reduced from \$20 to \$10 from January through December of 2008.

It's no secret that "sales" and "specials" that seem to never change... ones that are always the same advertised "bargain"... get stale and boring. People quit paying attention. Yet, your NMA Board of Directors understands that YOU can use an "incentive" to get people to "buy now" and sign up for membership in your NMA chapter.

So, on a cold January day in blustery Dayton, OH, your 2008 NMA

National Officers huddled together at NMA headquarters and cooked up something warm... a NEW recipe for a membership sale.

### Some highlights are:

- Cooking time: Between January 1- December 31, 2008; retroactive of course.
- Reduced fat: For the calendar year, NMA will slice the \$20 New Member Registration from \$20 to \$10. That's half off!

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## What's Inside

### ICPM Corner

One of the goals of ICPM is to promote continuing professional development and lifelong learning.

### NMA LEADS!

Learn how to access your leadership potential with this outstanding tool!

### A Director's Guide

Suggestions to make yourself a more interesting and successful candidate for the job.

### Seven Strategies to Limit Interruptions

Become aware of office interruptions that decrease productivity.

### Blood Drive Success

Kansas Chapter and the Red Cross team up to do five successful blood drives.

### Generational Guidance

A must read guide on how to harness the leadership style of younger generations.

### It's Fine to Procrastinate!

While you're waiting for the proverbial light bulb to go on, there are certainly things you can do to help the process along.

- Definition of a “new member” -- anyone who has never before belonged to your NMA chapter or ANY NMA chapter. Reinstated members aren’t charged a registration fee anyway... it’s a one-time fee.
- No special report forms for you to complete. Chapters must submit the regular monthly report forms in the regular fashion and on time in order to realize the \$10 savings. The new and different part: You can utilize the \$10 savings in more than one way:



1. *You may campaign for new members all year as you wish, advertise the “Half Price Sale”, collect only \$10 in new member registration fees and remit the \$10 to NMA.*
2. *You can choose to bypass the sale, continue to collect \$20 from new members, and remit only \$10 to NMA... giving you \$10 to put toward a chapter scholarship program or other worthwhile endeavor.*
3. *You may opt to conduct a “Member Get a Member” campaign or some other promotion whereby you collect the normal \$20 registration fee, submit only \$10 to NMA, and “reward” recruiters with \$10 for each new member they bring into the chapter.*



4. *You may get as “creative” as you please in order to use this \$10 incentive to appropriately entice new members to join and create excitement among others in the chapter.*

*Good Luck to You! Please contact us if you have any questions.*

## Annual Professional Development Plan

Melody Branner—ICPM Manager, Customer Relations

One of the goals of ICPM is to promote continuing professional development and lifelong learning. To achieve this goal and meet the annual recertification requirements of the Certified Manager designation, you are required to submit a professional development plan each calendar year. The plan should include a minimum of 10 clock hours of professional development for the year. Suggested activities that qualify for credit are listed on the ICPM website. Certificants

should maintain documentation of professional development complete throughout the year. To verify fulfillment of your professional development plan, ICPM performs a random audit at the end of each year.

To access a Professional Development form for recertification:

<http://icpm.biz/forms/recertform.php>

Recertification dues and Professional Development Plan for 2008 are due February 28, 2008. Please contact Melody Branner at 800.568.4120 with any questions.



## NMA LEADS the Way

Steve Bailey, CM - NMA Headquarters Staff



**W**ant to assess YOUR leadership potential?

Take our NEW on-line Leadership Assessment. After twelve months in development, NMA LEADS, our 120-question, on-line assessment tool and complete Leadership Evaluation and Development System, is now available.

For only \$35, NMA's new Leadership Evaluation and Development System (LEADS) provides you with a unique opportunity to experience "Leadership Your Way!"

LEADS can be accessed at any time... by anyone... from any computer with internet capability... to pursue the areas of greatest interest to you as you explore LEADERSHIP YOUR WAY!

LEADS begins with a personalized assessment of your understanding of the NMA leadership attributes and competencies as developed in the NMA Leadership Model.

Your responses to this assessment are used to identify competencies and attributes where industry best practices could help you improve your leadership and performance.

LEADS provides associated reading, training, and work assignments to let you learn more about these best practices and try them in your work environment. Watch for more details and testimonials in our next issue of "Breaktime".



# NMA LEADS

## NMA LEADS

Steve Menke, CM - NMA Board of Directors



**W**hile we all know that NMA Leads, what I'm talking about is an exciting new program offered by the NMA called Leadership Evaluation And Development System (LEADS).

Through the NMA website, <http://nma1.org/>, you can do an assessment of your knowledge in leadership skills and abilities. It will take about 90 minutes to answer 120 out of 360 questions, all designed to help you begin assessing your understanding of key leadership attributes and competencies.

Designed in concert with Dale Carnegie Training, this tool will not only point out strengths and weaknesses in today's dynamic workforce and your understanding of the needs to be a successful leader, it will give you suggestive readings and courses which will help fill those voids. You even get some work assignments to nurture your leadership.

A nominal fee of \$35 payable by credit card for this 24 hour a day, 7 days a week accessibility gives you the opportunity to take this at your leisure and in strict confidence. At the conclusion of your assessment, you'll immediately receive your critique as well as the suggestions. Where else can you get a tailor designed program other than the NMA?

## Hints To Make Yourself a More Interesting & Successful Candidate

Paul Einarson  
Toronto, Canada

- Adapt your resume in order to respond to each specific offering-structure it to reply to requested needs ensuring no errors exist in it.
- Include in your resume drama work, volunteer work including skills acquired, and any specialized significant accomplishments.
- Visit and ask to see the firm's phone book-who's who, how is the company organized, relationship of the area doing the recruiting, etc.
- Do web searches on the area being recruited, their competition and any industry information or issues available.
- Ask the hiring manager for a half hour interview as a prospective candidate to gain perspective and interrelationship of the job.
- If the above interview is refused pick a peer in a related area and probe for similar items about the job, the firm and the culture.
- If not working and dealing with a smaller firm offer them a free test drive of yourself for 3-4 weeks in the job.
- Network-associations, social events, sports teams-find out what people do and who they work for—sell yourself.
- "Ask for the order" when networking—ask about employment opportunities and who to contact in their firms.
- Anticipate interview questions-rehearse the main answer points to 30 questions you could be asked in an interview.
- Develop examples from your past experience and involvement to the 30 answers.
- Be prepared for a range of interviewing styles and adapt to the style quickly.
- Listen carefully to interview questions and ask for them to be repeated if necessary.
- Take a moment to organize your thoughts before you start to answer the questions.
- If unsuccessful, ask for feedback in a way that demonstrates you are seeking to improve your future performance.



"My resume is not all lies!  
My name is correct!"

## Seven Strategies to Limit Office Interruptions

Center for Creative Leadership

The Center's study found that 52 percent of senior executives surveyed say they are interrupted about once every 30 minutes. Another 36 percent say they are interrupted at least once every hour.

"Many senior executives consider phone and email interruptions a regular part of their day," says Corey Criswell, research associate for CCL, a nonprofit training ground for top executives. "When asked 'how often are interruptions a problem for you at work,' 65 percent of the executives reported that interruptions are sometimes a problem and 21 percent consider interruptions to be often a problem."

So how do you limit office interruptions? During a recent CCL Leadership at the Peak program, the 247 senior executive survey participants said that they use the following strategies to limit office interruptions:

1. **Close my door** - This is a tactic that works well in many offices. A sign can be added to the door saying "Sorry on deadline or conference call" to also get the message across without seeming anti-social.
2. **Prioritize calendar** - Blocking work and open time on your agenda and setting appointments will help enable you to accomplish what needs to get done each day.
3. **Have assistant filter office calls** - Letting your assistant know which calls are important and which calls to take messages for can help keep the distractions down to a minimum. Then schedule a time each day to return missed calls.
4. **Turn off cell phones and only accept urgent calls from assistant** - Personal cell phones can be as much as a distraction as office phones. Keeping your cell phone on silent or giving it to your assistant to answer with directions to only interrupt you with urgent calls will help keep your mind focused on your work.
5. **Work from home or off site** - Working at home on key projects with your Blackberry turned off, finding a vacant office to hide in or using airplane travel time wisely can all be instrumental tactics in getting your work done.
6. **Limit or turn off email** - Just like the phone interruptions, new emails popping on your computer screen as you are working can be a major distraction. Set aside several times each day when you check and respond to urgent incoming emails. Flag other emails to follow up on later.
7. **In early /stay late/ work weekends** - Many senior executives advise coming to work at 6:30 am or working nights and weekends when no one else is around as their secret to staying on top of their work load. By keeping office distractions to a minimum, senior executives find that they can accomplish more tasks and reduce their deadline stress which makes them more effective leaders.

About the Center for Creative Leadership



The Center for Creative Leadership (CCL®) is a top-ranked, global provider of executive education that develops better leaders through its exclusive focus on leadership education and research. Founded in 1970 as a nonprofit, educational institution, CCL helps clients worldwide cultivate creative leadership - the capacity to achieve more than imagined by thinking and acting beyond boundaries - through an array of programs, products and other services. Ranked in the Top 10 in the *Financial Times* annual executive education survey, CCL is headquartered in North America with campuses in Brussels and Singapore. Its work is supported by more than 500 faculty members and staff.

## American Red Cross Blood Services Business of the year!

By Cathy Lloyd, RMA Public Relations

Cancer patients, surgery patients and accident victims rely on the Red Cross to have blood on hospital shelves every day. In turn, the Red Cross looks to businesses like Day & Zimmermann in Parsons, KS, to encourage employees to share their generous spirit and life-saving blood.

Day & Zimmermann employees are prime examples of those who give selflessly to help others live. For more than 40 years employees of Day & Zimmermann have given their time, talents and blood.

Special thanks was given to the KAAP Chapter of NMA at Day & Zimmermann and Paula Langerot for coordinating five successful blood drives per year. Paula handles all publicity, donor recruitment, reminder phone calls and last-minute changes. Day & Zimmermann even has a special volunteer who makes homemade cookies for their donors. These extra touches are what make Day & Zimmermann such a wonderful life-saving partner for the Red Cross.



L-R Debbie Cox, Red Cross donor recruitment representative and Paula Langerot, Day & Zimmermann, celebrated with donors January 23 at the Day & Zimmermann blood drive. A certificate of appreciation from the Red Cross will proudly be displayed at the facility.



## 2008 East and West LDCs Coming Soon!

If you haven't already registered for either the 2008 East or 2008 West LDC, please do so today!! We have listened to our customers and changed the format! We're planning one day of CEU Leadership Sessions as we "Nurture the Leader within You" and yet another day for Chapter Leader Training!! We're sure there will be something available that will fit your needs!! In addition, on Saturday afternoon, we will conduct the Area Level American Enterprise Speech Contests.

**Plan to join us and register today for one of these exciting conferences:**

**East—Central, Northeast, Southeast  
May 1-3**

Westin Alexandria  
400 Courthouse Square  
Alexandria, VA 22314  
Phone: 703-253-86-00

\$129 + 10.5% tax + \$1 Total: \$142.55 S/D  
NMA Registration fee until April 7: \$275

**West—Pacific South, Pacific North, Southwest  
April 10-12**

Flamingo Las Vegas  
3555 Las Vegas Blvd. South  
Las Vegas, NV 89101  
Phone: 800-732-2111

\$129 + 9% tax Total: \$140.61 S/D  
NMA Registration fee until March 17: \$275

For additional information and register online, go to:  
<http://nma1.org> and follow one of the LDC links under Quick Links!

## When Gen-X is in Charge: How to Harness the Younger Leadership Style

By Anne Houlihan



Anne Houlihan is President of Satori Seal, where she tripled revenues in one year and increased profits 140 percent with innovative budgeting and leadership. She is also founder of Golden Key Leadership, where she combines more than 25 years of corporate experience and coaching to assist companies of all sizes. She helps improve management techniques, empower employees to be decision-makers, bridge the generational gap and overcome adversity.



[www.GoldenKeyLeadership.com](http://www.GoldenKeyLeadership.com)

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For many years, those in the Baby Boomer generation have held the reins in most companies, leading the Generation X workers in the day-to-day activities. However, with the members of the Boomer generation ranging in age from forty-four to sixty-two now, in just three short years the oldest of the Boomers will start exiting the workforce. And as the years tick by, more and more Boomers will be retiring, leaving the leadership reins in many companies up for grabs.

What does this mean for Gen-Xers? Namely that they'll be moving into leadership positions rapidly. In doing so, though, they'll not only be leading their fellow Gen-Xers and the younger Millennial workers, but they'll also be leading Baby Boomers and possibly some older workers from the Veteran generation who are still in the workplace. It's a leadership transition the likes of which corporate America has never seen before due to the stark differences in values between the two dominant generations.

In order for this to be a successful transition, you need to understand both how the younger people lead and how to harness their natural leadership style for the company's best interests. After all, if these young leaders don't have the right leadership skills in place, then the whole company is affected.

At the same time you need to remember that business and society in general are changing, so it's only natural that the next generation's leadership style will change as well. In other words, Gen-Xers are not going to lead the way the Boomers did. They're working in a different economy and business model, and they have different values and experiences that they bring to the table. So you need to look at the future leadership of corporate America in a different light.

Whether you're in the position of grooming Gen-Xers for future leadership roles within your organization or you're suddenly being managed by a Gen-Xer, the following points will help you understand the younger leadership style, how to harness it, and how it impacts everyone in the company.

### 1. Mentoring matters.

Gen-Xers are going to require mentoring before they even step into a leadership role. Aside from knowledge of how the company runs, they also need to understand what makes the people in the different generations tick and what is going to be most effective in terms of leading the various generations. Since many older workers mistakenly believe that Gen-Xers are lazy and don't know what they're doing, you need to help the new young leaders learn to come from a place of commonality so they can bring everyone together. Therefore, in your mentoring process, be sure to go over people skills, not just business processes. Help the new leaders understand what environment the Boomers and Veterans grew up in and what values shape their world. This is important, because as the old saying goes, "You can't always teach an old dog new tricks." Gen-X leaders need to keep that in mind in their leadership approach.

## *When Gen-X is in Charge: How to Harness the Younger Leadership Style Cont.*

Truly great leaders know how to balance people and processes for the company's overall good.

### **2. Open dialog is key.**

Gen-Xers want to get fast results. They're focused on getting the job done, and to do that they rely heavily on technology and multi-tasking. They're self-starters who prefer a collaborative environment. Boomers, on the other hand, are used to the leader giving a directive and then focusing on that one task until it's done. Many still do tasks manually, or if they use technology, they don't use it very effectively. However, if a Gen-Xer were to start telling their older staff what to do, it probably wouldn't go over too well. The young leader would get a lot of resistance. Instead, Gen-Xers need to work on building trust. They need to come from a place of empowering the older worker by complimenting them on their knowledge and their past experience. Therefore, a good approach is to ask the older workers, "How do we want to handle this?" The new Gen-X leaders need to come from a place of "we" rather than "I." When young leaders are open and ask the older workers their opinions rather than be assertive and tell them what to do, Gen-Xers are seeking to understand rather than to be understood. With open communication, people can overcome most resistance.

### **3. Value their values.**

Gen-Xers are family oriented and place a high value on life balance. As such, they tend to get the job done and leave at five o'clock. Older workers, on the other hand, believe in working late. In their view, the more hours you put in, the more loyal and productive you are. The moral here is to not be surprised when the new Gen-X leader refuses to put in fifteen-hour days on a regular basis. And even though Gen-Xers tend to work only eight- or nine-hour days, they still get the job done because they value results rather than hours. Additionally, they grew up with technology and are comfortable using it. As such, they are always looking for the quickest way to do something. So rather than view Gen-Xers negatively for going home at five o'clock, see if you or the older workers on staff can learn a faster way to do something from the new Gen-X leader. Look at the measurable results Gen-Xers produce and understand the processes they use to achieve them. You might just learn a faster way to do something, which would enable everyone to go home at five o'clock for once.

### **4. Focus on retention.**

In terms of retention, companies face two main challenges: 1) Older workers will leave, believing that the "young kids" have no idea how to lead, and 2) Gen-Xers will leave, feeling that no one at the company is taking them or their new leadership position seriously. Therefore, as the leadership transition emerges, companies need a retention program in place for both younger and older generations so they can keep the expertise in house and have future leaders. Remember that Boomers and Veterans have the knowledge and wisdom. They went through a lot of trial and error. Gen-Xers need these people as mentors. If turnover gets too high from either segment, you'll lose a lot of knowledge and many future leaders, and the company will suffer. That's why current leadership needs to understand what will keep people on board. For example, older workers tend to like monetary incentives, while younger workers tend to prefer time off. The more perks you can give people to stay with you, the stronger the company will be in the future.

### **The Next Generation...and Beyond**

Regardless of what happens, you and everyone on staff always need to come from a place of understanding and humor. Remember that you can't change people. Rather, you need to focus on what you can do to bring understanding to the workplace. When you concentrate on harnessing the strengths of everyone—especially the new Gen-X leaders—you are helping the company successfully navigate the upcoming leadership transition. And as one generation passes the reigns to the next, everyone in your organization will realize that we can all learn something from one another, regardless of age.



## Why You Should Procrastinate

By Kerul Kassel

Kelly Higgins had a wonderful idea for a new business initiative - one that was nicely aligned with her current business model and values: A membership continuity program to give her consulting clients more support and value while increasing her visibility and enhancing her "expert" status. Higgins, a New York-based leadership consultant, had been thinking about how to move forward with it and how it might look, though nothing much seemed to have come of it yet ... it had been months. When she told colleagues and friends about this idea, they had been excited for her and offered their encouragement. Six months later, though, they were wondering why she had involved herself in other projects, as she seemed to be making little headway with this more heart-connected effort.

Kelly, too, wondered why she wasn't making more of an effort, and began to doubt herself. She couldn't decide if she wasn't managing her time well, if her priorities were off kilter or if she was being just plain lazy.

There was, however, another alternative. Perhaps she really was making progress, though it was less tangible than she expected it to be. She had been experimenting mentally with some of her ideas, making contacts with people who had done similar or related things and talking with people who were in her target market about what their needs might be in this area. All of this was percolating and marinating in a positive way, so that when she was ready to take action on it, that action would be informed, inspired and highly focused, and there would be little wasted effort. Meanwhile, she was

investing most her energy into strengthening her current revenue streams.

Most business people face this kind of postponed initiative, and it affects not only their self-perception, but also their effectiveness and productivity. And the fix isn't what you'd expect.

### 1. Let your feet drag

It sounds counter-intuitive, right? Put something off just because you don't have crystal clarity? Shouldn't you be doing something - *anything* - to create forward movement?

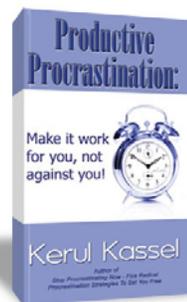
Recently, in an Orlando-area workshop, participants were involved in developing a more in-depth picture of what they wanted their future to look like, including their business or career goals, financial profile, personal aspirations, relationships, home life, etc. Denise Daniels, who had sold her family business a few months earlier, hoped to leave with a clear and thorough idea of what was next for her. Despite a variety of visioning exercises, it didn't happen for her that evening. She simply wasn't ready yet. Pushing for "the right answer" when the broad outline isn't yet settled results in wheel-spinning, at best.

While you're waiting for that proverbial light bulb to go on, there are certainly things you can do to help the process along, including examining your values, composing missions, mind-mapping, journaling, even dreaming and meditating. Sometimes the most effective technique for defining your vision is to sit alone on a



#### About the Author:

Kerul Kassel is the author of the newly released, "Productive Procrastination" as well as the award winning, "Stop Procrastinating Now." Her experience includes investment and real estate management as well as 20 years of leadership in for-profit and non-profit organizations. As the founder of New Leaf Systems - a consulting firm dedicated to creating higher performance outcomes and business profitability - her clients have included corporate organizations such as NASA, Sony, Hilton, and Volvo. For more information or for a free special procrastivity report, visit [www.Procrastivity.com](http://www.Procrastivity.com).



## Why You Should Procrastinate Cont.

deserted beach or take a solitary hike in the woods.

If you've played with those exercises and the vision is still vague, here's an expert recommendation: wait. You read it right. Wait. Wait for clarity.

To take action simply for the sake of taking action usually results in frustration, exasperation and time lost. As an alternative, focus on other goals and activities for the time being. You never know, engaging in them instead might lead to meeting someone, reading something, hearing or seeing an idea, resource or event that becomes the stimulus forward, that connects you to the next steps or removes the veil in front of what you'd like your future to look like.

### 2. Stop thinking so much

The cloudiness of your future vision will have you concerned, frustrated, impatient, confused, or just feeling stuck. Doubt and indecision will dog your actions, if you let them. The focus on the future can often lead to second-guessing and struggle with the present, which causes a HUGE reduction in productivity - at least the kind of effectiveness that produces results that you can be really satisfied with.

For the moment, forget about the future, particularly if contemplating it gets you tied in knots. Let go of the perceived need to make a decision, particularly if there is no deadline (and if there is a deadline, say "no" unless you feel a definite "yes"). Put your energy fully into those activities that are most strongly aligned with your clear picture of what you'd like your current - not future - success to look like. And don't pay any heed to those self-critical messages running through your brain telling you you're a slacker for not moving ahead. Your inner judge is there to help prevent you from failing, so understand its purpose without buying into its bullying.

We're used to solving problems by analysis and intentional thinking. This generally works pretty well, unless you're courting creativity and future possibilities. We usually manage our lives, work and challenges using logic, reason, categorization, and process - something our culture is quite keen on. Most of us aren't practiced at using the imaginative, holistic, more random and feeling dimensions that set the stage for synthesis, possibility and bigger picture ideation. "Mindless"

activities help put us in touch with this part of our brain, and we can more easily make the lateral connections that lead to an "aha!" It's like the difference between systematically looking under every boulder, around every tree and within every bush with the only aim being to find "it" quickly, versus meandering along where you feel drawn while maintaining a keen awareness of your surroundings, with the purpose of enjoying the search, and allowing the space and time as needed until "it" is found.

Doing the latter requires faith and trust, as well as self-confidence; faith that the information you need will come to you in time, trust that you're not missing opportunities or shooting yourself in the foot while you wait, and self-confidence that you're not being stupid, woo-woo, lazy, or using bad judgment. It takes some practice to sustain patience in the face of those internal critics, but it's entirely possible. As you experience more positive outcomes it gets easier. In the interim, you're OODLES more productive, as you put your shoulder into current priorities and efforts, those for which the time is now ripe and appropriate.

Be sure to submit your articles to [NMA@nma1.org](mailto:NMA@nma1.org).

